

**MASTER'S DEGREE EXAMINATION**  
**Study major: Project Management**

1. Discuss the importance of profitability assessment methods in the absolute calculus of investment project efficiency (assumptions, algorithms, interpretation, decision-making criterion).
2. Functions of capital cost in the assessment of investment project profitability.
3. Discuss benefits of the project.
4. Compare the absolute and relative calculus of investment project efficiency.
5. The importance of alternative cost in economics and finance.
6. Discuss the importance of information asymmetry in project management.
7. The significance of public projects for the economic development of the country.
8. Description of market structures.
9. Market unreliability issues.
10. Discuss stages of strategic management.
11. What relationships occur between company strategies?
12. Discuss the role of the strategic analysis in the formulation of a company strategy.
13. How are sector attractiveness analyses carried out?
14. How is the internal potential of an enterprise analysed?
15. Discuss basic strategies of enterprise development.
16. Assess forms of internal development of an enterprise.
17. Discuss the importance of individual managerial functions, depending on the enterprise management level.
18. What is the manager's role in organisations?
19. How is management influenced by achievements of representatives of primary management schools?
20. How should decisions be made in an organisation?
21. How should the organisational culture be shaped?
22. Discuss costs of the project.
23. What factors should be taken into account in designing the organisational structure?
24. Assess the usability of basic motivation theories for managers.
25. How did the approach to employees change in the 20<sup>th</sup> and 21<sup>st</sup> century?
26. How should an effective project team be built?
27. What competences should the project team manager have?
28. Discuss the main challenges of the project closing phase.
29. How should the work of a co-operation-oriented project team be organised?
30. What is the effective method of communication in a project team?
31. What conditions should be met in order for the project team to be committed to the implementation of the project?
32. What is the role of a conflict in a project team?
33. How should the work of a project team be evaluated?
34. How can the internal environment affect the functioning of a project team?
35. Discuss the specificity of projects.
36. What is the relationship between types of projects and the specificity of their management?
37. Discuss the essence and content of phases of the project management cycle.

38. What relations occur between elements of the triad of project goals (called the Iron Triangle).
39. Discuss the main challenges of the project initiation and defining phase.
40. Discuss the main challenges of the project execution phase.
41. What are the fundamentals of management? Discuss the importance of basic management functions.
42. Characterise the features of an enterprise.
43. Compare the strengths and weaknesses of running business activity in the form of partnerships and companies?
44. The role of the business model in operations of an enterprise.
45. Spans of control and management vs. the shape of the organisational structure.
46. Discuss the role and importance of projects in organisations.
47. The importance of project management methodologies for the implementation of projects.
48. What are the main similarities and differences between key project management methodologies and standards?
49. Discuss the main challenges of the project planning phase.
50. What is the difference between the waterfall and agile approach to project management?
51. Assess the usability of key project management methodologies and standards depending on the type of project.
52. Assess the PMBoK Guide methodology from the perspective of project implementation effectiveness.
53. Assess the PRINCE2 methodology from the perspective of project implementation effectiveness.
54. Discuss basic strategies of competitors.
55. Assess the SCRUM methodology from the perspective of project implementation effectiveness.
56. How to implement project management methodologies in organisations?
57. Discuss the influence of typical forms of project organisation on the implementation of projects.
58. Discuss key roles of project participants and their tasks.
59. What conditions of project implementation are connected with matrix project organisation?
60. What conditions of project implementation are connected with the organisation of a project in a linear structure and in a line-staff structure?
61. What conditions of project implementation are connected with the organisation of a project in the form of external project organisation?
62. Specify the importance of project maturity in project management.
63. What is the importance of project management offices (PMOs) in organisations specialising in project implementation?
64. Assess the consequences of the implementation of PMOs for organisations.
65. Compare main models of project management offices (PMOs).
66. What conditions of project implementation are connected with the organisation of a project in the form of a project subsidiary?
67. Discuss tasks performed by project management offices in organisations.
68. Specify the importance of risk in project management.

69. What is the role and share of a project management office (PMO) in strategic project management?
70. Discuss the role and tasks of project management offices in project knowledge management.
71. How to implement project management offices (PMOs) in organisations?
72. Specify the importance of stakeholders in project management.
73. How to use the classification of stakeholders in project management?
74. Compare strategies of impact on stakeholders.
75. Discuss the stakeholder commitment management process.
76. How to plan the scope of the project?
77. Discuss the project risk management process.
78. Discuss similarities and differences between the risk owner and the owner of a reaction to project risk.
79. Compare the process approach and the structural (hierarchical) approach in management.
80. Specify strengths and weaknesses of process management.
81. Discuss the use of key process improvement conceptions/methodologies.
82. What is the purpose of process mapping in management?
83. Discuss the usability of main process maturity models in managing an organisation.
84. What are the weaknesses and strengths of high standardisation?
85. The role and place of project controlling and budgeting in project management.
86. Discuss similarities and differences between project controlling and audit, project evaluation and monitoring.
87. Discuss similarities and differences between strategic and operational project controlling.
88. Main types of reports used in project controlling.
89. Discuss the role and scope of support of the earned value technique in the project management process.
90. The place and importance of projects in the implementation of the organisation development strategy.
91. Discuss the challenges of managing a program, a portfolio and a project chain.
92. Compare methods of project selection for a portfolio of strategic initiatives.
93. Assess the PMI Project Portfolio Management (PPM) methodology from the perspective of effectiveness of project portfolio management.
94. Assess the Managing Successful Programmes (MSP) methodology from the perspective of effectiveness of project portfolio management.
95. Discuss and compare key project course planning techniques in projects.
96. How to ensure reliable time, resource and cost estimates in projects?
97. Discuss the essence and method of use of network project course planning techniques.
98. How to estimate the risk of timely project accomplishment?
99. Specify the importance of the schedule in managing the course of the project.
100. Discuss the essence and importance of project resource planning for the smooth progress of projects.

## Literature:

1. Project Management for Engineering, Business and Technology By John M. Nicholas, Herman Steyn, Copyright Year 2021, ISBN 9780367277345, Published August 3, 2020 by Routledge
2. PROJECT PLANNING AND SCHEDULING: TOOLS AND GOOD PRACTICES, Autor: Michał Trocki, Paweł Wyrozębki, ISBN: 978-83-8030-181-8 Wydanie I, 2017, Oficyna Wydawnicza SGH
3. PROJECT MANAGEMENT - CHALLENGES AND RESEARCH RESULTS, red. Michał Trocki, Emil Bukłaha, ISBN: 978-83-8030-079-8, Wydanie I, 2016, Oficyna Wydawnicza SGH
4. Metodyki i standardy zarządzania projektami, pr. zb. pod red. M. Trocki, PWE, Warszawa 2017;
5. Nowoczesne zarządzanie projektami, pr. zb. pod red. M. Trocki, PWE, Warszawa 2012;
6. Planowanie przebiegu projektów, pr. zb. pod red. M. Trocki i P. Wyrozębki, Oficyna Wydawnicza SGH, Warszawa 2015;
7. Rogowski W., Rachunek efektywności inwestycji, Oficyna Wydawnicza, Kraków 2013;
8. Trocki M., Organizacja projektowa. Podstawy. Modele. Rozwiązania, PWE, Warszawa 2014;
9. Wachowiak P. et. al., Kierowanie zespołem projektowym, Difin, Warszawa 2004;
10. Wyrozębki P., Biuro zarządzania projektami (PMO), PWE, Warszawa 2019.